

are designed to prevent the kinds of crimes that triggered the rush to enact new legislation!

But let's go back to why there is a problem in the first place, a problem that is not likely to be solved by other means than vigilance, a problem that has another root cause that we have to live with and take special efforts to deal with.

What is the root problem?

Self-Interest as Personal Motivation in the For-Profit Sector

It is a fact that self-interest, personal material self-interest, is a dominant and completely accepted motive for those who work in for-profit sector companies. As far as the companies' own behavior is concerned, "pushing the envelope" is what is rewarded, and such behavior is incentivized by bonuses, salary raises and promotions. The pressure is always on for-profit sector managers, employees and officers to make the sales and earnings projections, to win sales against competitors, to design new products that improve on competitors' products, and to achieve those objectives by skating as close as possible to what the law, patents and ethical codes permit. Think for a minute about the recent fines imposed by the US and UK governments against British Air and Korean Air for colluding with Virgin Air on the amount of the fuel surcharge and the cargo rates—a total of \$546 million.²⁸ What is that if not skating close the line? The same is the case with the problems Merck and other drug companies have encountered in alerting those who use their medicines to possible adverse side effects. Skating close to the line. When companies design new products as close in design to other companies' patented products as possible without violating the other companies' patents, that, too, is skating close to the line.

²⁸ Associated Press, "British Airways and Korean Air Fined Millions for Fixing Prices," *New York Times*, August 24, 2007, C3